



U.S. General Services Administration

Federal Acquisition Service

The Federal Strategic Sourcing Initiative (FSSI)

Commodity Team Management – Roles and Responsibilities



The FSSI PMO recently conducted an assessment of the roles and responsibilities required of GSA Portfolios when leading an FSSI Commodity Team

OVERVIEW

- **As the FSSI PMO gets ready to launch three new Commodity Teams, they thought it was important to clearly define the roles and responsibilities involved with leading those initiatives**
- **The intent of this assessment was to provide Commodity Team leaders with:**
 - An outline of the key process steps involved in running a Commodity Team
 - Definition of the tasks which make up each of the key process steps
 - Alignment of key stakeholders supporting each task, and the identification of the primary stakeholder responsible to leading the task
 - An estimate of resources required to support each task
 - Timeline projections associated with each of the key process steps

It is important to note that the resource estimates identified in this assessment are subject to change based on the complexity of the commodity, the dynamics of the Commodity Team, and the support and participation of stakeholders



Effective Commodity Team management is rooted in the completion of fact-based analysis, optimization of supply relationships, development and implementation of a comprehensive strategy, and continuous management of spend

FSSI COMMODITY TEAM MANAGEMENT - PORTFOLIO ROLES & RESPONSIBILITIES
Process Steps and Actions Required

PROCESS STEPS	ACTIONS
Opportunity Identification	Identify Opportunities Gain Agency Approval to Serve as Executive Agent Gain Government-wide Approval to Serve as Executive Agent
Commodity Team Establishment	Identify Commodity Team Members Host Commodity Team Kick-Off
Commodity Strategy Development	Develop Commodity Profile Conduct Supply Market Analysis Develop Commodity Strategy Develop Communication/Implementation Plan
Implementation of Strategy/ Contract Award	Develop Contract Terms and Conditions Release Solicitation Award Contract
Post Contract Award Management	Market Vehicle/Solution Contract Maintenance/Customer Management Governance/Oversight Financial Planning



Each of these Actions are comprised of a number of tasks which are supported by various groups of stakeholders



On average, the Commodity Team development and implementation of a strategy will take between 6-8 months and will require support from a variety of resources with differing skill sets

FSSI COMMODITY TEAM MANAGEMENT - PORTFOLIO ROLES & RESPONSIBILITIES
Resource & Level of Effort Estimates

PROCESS STEPS	RESOURCES REQUIRED	LEVEL OF EFFORT (Est. FTE)	DURATION (Est. Months)
Opportunity Identification	Team Lead/Program Manager	10% FTE	3-4 Months
	Analytical/Contractor Support	40% FTE	3-4 Months
	Contracting	N/A	N/A
Commodity Team Establishment	Team Lead/Program Manager	25% FTE	1 Month
	Analytical/Contractor Support	5% FTE	1 Month
	Contracting	N/A	N/A
Commodity Strategy Development	Team Lead/Program Manager	25% FTE	4.5 Months
	Analytical/Contractor Support	60% FTE	4.5 Months
	Contracting	5% FTE	4.5 Months
Implementation of Strategy/ Contract Award	Team Lead/Program Manager	25% FTE	2 Months
	Analytical/Contractor Support	40% FTE	2 Months
	Contracting	30% FTE	2 Months
Post Contract Award Management	Team Lead/Program Manager	30% FTE	12 Months (or contract duration)
	Analytical/Contractor Support	30% FTE	12 Months (or contract duration)
	Contracting	5% FTE	12 Months (or contract duration)

NOTE: FTE estimates were based on a 1920 hour man-year

Notes

- FTE estimates are based on past experience
- Opportunity Identification step is completed prior to the identification of the Commodity Team lead and is generally not included in the overall timeline
- Time associated with the Post Contract Award Management step will vary depending on the contract period of performance

LOE estimates are subject to change given the commodity and team dynamics



The FSSI PMO is primarily responsible for the completion of the Opportunity Identification, which is concluded prior to the Portfolio assuming the position of Executive Agent

FSSI COMMODITY TEAM MANAGEMENT - PORTFOLIO ROLES & RESPONSIBILITIES Opportunity Identification

PROCESS STEP	ACTIONS	STAKEHOLDERS				
		Portfolio	FSSI PMO	CoP	SSWG	CAOC
Opportunity Identification	Identify Opportunities					
	FSSI PMO to conduct Opportunity Analysis to identify government-wide Commodity areas of interest		X			
	FSSI PMO to develop high-level Commodity definition and spend analysis		X			
	FSSI PMO to present opportunities to Portfolios and other interested parties	X	X	X	X	
	Gain Agency Approval to Serve as Executive Agent					
	Portfolio to express interest in opportunity to FSSI PMO	X	X			
	Portfolio to work with FSSI PMO to incorporate strategic sourcing solutions and resource needs into Strategic Assessments, SAPs, SAPIs, and budget requests required to support Commodity Team (identify requirements for contractor support, etc.)	X	X			
	Portfolio to present Opportunity to Portfolio senior management and GSA Commissioner (if required) to gain approval to serve as Executive Agent	X	X			
	Gain Government-wide Approval to Serve as Executive Agent					
	Portfolio to determine if identified strategic sourcing solutions will be part of FSSI umbrella and subject to SSWG oversight	X	X			
	Portfolio to seek approval from SSWG and CAOC to serve as Executive Agent	X	X		X	X

NOTE: Bold X indicates the stakeholder with primary responsibility for the completion of the action



Identification of Commodity Team members requires input from multiple stakeholders, while the responsibility of project planning and the team kick-off resides primarily with the Portfolio

FSSI COMMODITY TEAM MANAGEMENT - PORTFOLIO ROLES & RESPONSIBILITIES
Commodity Team Establishment

PROCESS STEP	ACTIONS	STAKEHOLDERS				
		Portfolio	FSSI PMO	CoP	SSWG	CAOC
Commodity Team Establishment	Identify Commodity Team Members					
	Portfolio to identify and assign Commodity Team lead and contracting officer (internal GSA Portfolio team members)	X				
	FSSI PMO to work with CoP to facilitate SSWG identification of Commodity Team members		X	X	X	X
	Portfolio to design and execute outreach communication to Commodity Team members	X				
	Host Commodity Team Kick-off					
	Portfolio to develop Commodity Team charter	X				
	Establish chartering authority, goals and objectives of the Commodity Team, timelines and project plans, confirm membership	X	X			
	Gain Commodity Team approval on team charter	X				
	Portfolio to present team charter to FSSI PMO and CoP to inform of proposed milestones and timeline	X	X	X		
	Portfolio to present team charter to SSWG to gain approval of proposed milestones and timeline	X	X		X	
	Portfolio to assign roles and responsibilities among the Commodity Team	X				

NOTE: Bold X indicates the stakeholder with primary responsibility for the completion of the action



The Commodity Strategy Development step requires the greatest LOE and includes a number of actions that are critical to the success of the initiative

FSSI COMMODITY TEAM MANAGEMENT - PORTFOLIO ROLES & RESPONSIBILITIES
Commodity Strategy Development

PROCESS STEP	ACTIONS	STAKEHOLDERS				
		Portfolio	FSSI PMO	CoP	SSWG	CAOC
Commodity Strategy Development	Develop Commodity Profile					
	Portfolio to lead Commodity Team in Commodity definition, conduct spend analysis, assess customer requirements, develop sourcing opportunity hypothesis	X	X			
	Conduct Supply Market Analysis					
	Portfolio to lead Commodity Team in definition of supply market segmentation, collection of basic market data, industry day if required	X	X			
	Develop Commodity Strategy					
	Portfolio to lead Commodity Team in identification of sourcing objectives, development of sourcing strategies and tactics, development of business case, evaluation of agency requirements for socioeconomic inclusion in the resulting solution, determination	X	X			
	Portfolio to present Commodity Strategy to FSSI PMO and CoP for informational purposes	X	X	X		
	Portfolio to present Commodity Strategy to SSWG and CAOC for approval	X			X	X
	Develop Communication/Implementation Plan					
	Portfolio to lead Commodity Team in development of Intent to Participate document	X				
	Portfolio to collect signed Intent to Participate documents	X	X			

NOTE: Bold X indicates the stakeholder with primary responsibility for the completion of the action



It is important that the Commodity Team be comprised of resources that can fulfill different roles based on their skill set, especially for the Implementation of Strategy/Contract Award step, where contract knowledge is critical

FSSI COMMODITY TEAM MANAGEMENT - PORTFOLIO ROLES & RESPONSIBILITIES
Implementation of Strategy/Contract Award

PROCESS STEP	ACTIONS	STAKEHOLDERS				
		Portfolio	FSSI PMO	CoP	SSWG	CAOC
Implementation of Strategy/ Contract Award	Develop Contract Terms and Conditions					
	Portfolio to work with Commodity Team to define contract type	X	X			
	Portfolio to work with Commodity Team to define contract terms	X	X			
	Portfolio to lead Commodity Team to engage supply market to develop SOO - release draft SOO for industry review, finalize SOO and solicitation material	X				
	Release Solicitation					
	Portfolio to release RFQ - address vendor questions, collect responses, evaluate proposals	X				
	Award Contract					
	Portfolio to address protests	X				

NOTE: Bold X indicates the stakeholder with primary responsibility for the completion of the action



The Post Contract Award Management step is critical to the ongoing success of a Commodity Team strategy, but is often overlooked and understaffed when allocating Commodity Team resources

FSSI COMMODITY TEAM MANAGEMENT - PORTFOLIO ROLES & RESPONSIBILITIES Post Contract Award Management

PROCESS STEP	ACTIONS	STAKEHOLDERS				
		Portfolio	FSSI PMO	CoP	SSWG	CAOC
Post Contract Award Management	Market Vehicle/Solution					
	Portfolio to work with FSSI PMO to develop communication material - documents/slides/presentations	X	X			
	Portfolio to publish in written publications	X				
	Portfolio to work with FSSI PMO to establish and maintain website	X	X			
	Portfolio to initiate and support marketing calls/meetings with potential customers	X	X			
	Portfolio to participate in forums and roundtables	X	X			
	Contract Maintenance/Customer Management					
	Portfolio to work with FSSI PMO to develop and measure performance metrics/performance management	X	X			X
	Portfolio to lead status meetings with customers and vendors	X				
	Portfolio to provide status reports to FSSI PMO	X				
	Portfolio to lead tool development	X	X			
	Governance/Oversight					
	Oversight - Portfolio to provide oversight and executive-level sponsorship, ensuring overall effectiveness of the commodity management process	X				
	Executive Sponsorship - Portfolio to serve as a point of escalation for issue resolution as needed in support of effective commodity management	X	X			
	Gap Identification - Portfolio to identify any gaps and areas of improvement in the current solution that should be addressed future re-compete efforts	X				
	Drive Corrective Actions - Portfolio to provide resources and expertise to execute corrective actions	X				
	Financial Planning					
	Portfolio takes action to ensure revenue and income goals are met	X	X			
	Annual Budget Submission - Portfolio to work with FSSI PMO to identify resources required to maintain commodity team support and oversight	X	X			

NOTE: Bold X indicates the stakeholder with primary responsibility for the completion of the action